



CA2&N
H# 1
-80E 56

3 1761 11893697 0

The Employment of Professionals
In
Business Improvement Areas
Suggested Guidelines

Ontario Renews: background paper

DEPOSITORY LIBRARY MATERIAL



Ontario

Ministry of
Housing

Claude F. Bennett
Minister

CAZDN
H# 1
- 80E56

The Employment of Professionals

In
Business Improvement Areas

Suggested Guidelines

Prepared by
Peter T. Mercer
Guelph, Ontario

June, 1980

Copies available from:
Ontario Government Bookstore
880 Bay Street
Toronto, Ontario M7A 1N8
Price: \$1.25 payable to the
Treasurer of Ontario.



Digitized by the Internet Archive
in 2024 with funding from
University of Toronto

<https://archive.org/details/31761118936970>

TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION	1
GENERAL CRITERIA	2
MECHANICS	3
Timetable	
ADVERTISING	4
SHORT LIST	5
INTERVIEWS	5
DECISION-MAKING	5
CONTRACT	6
ORIENTATION	7
THE ASSESSMENT PROCESS - PERFORMANCE EVALUATION	7
Rationale	
Method	
Performance Evaluation	
RESULTS Conclusions and follow-up	8
THE EXECUTIVE DIRECTOR/PROMOTION & BUSINESS MANAGER DEFINITION OF POSITION	9
THE EXECUTIVE DIRECTOR/THE PROMOTION AND BUSINESS MANAGER Role and Responsibilities	11
budgeting	
expenditure control and audit	
reporting	
OFFICE MANAGEMENT	13
personnel management	
administrative policies and procedures	
record keeping	
COMMUNICATIONS	13
continuing dialogue	
communications guide	
mass communications	
meetings	
PLANNING AND DECISION MAKING	14
Policy	
Planning	
PROMOTION	15

APPENDIX

	<u>Appendix</u>	<u>Page</u>
CRITERIA FOR 3-MONTH PROBATIONARY REVIEW	1	16
DRAFT AGREEMENT SAMPLE (TERMS OF EMPLOYMENT)	11	18
INTERVIEW PROCESS	111	22
INTERVIEW ANALYSIS EVALUATION	1V	25
QUESTIONS FOR THE INITIAL MASS INTERVIEW	V	27
QUESTIONS FOR "SHORT LIST" CANDIDATES INTERVIEW	V1	29
EVALUATION - WHAT TO CONSIDER	V11	34

INTRODUCTION

Experience has demonstrated that one of the major keys to the proper and orderly development of Business Improvement Areas (BIA) in Ontario is the role of efficient and effective professional executive personnel operating under the auspices of a municipal Board of Management.

Such individuals must function under a wide range of influences, being excellent communicators with their diverse and involved audience. They must be competent and authoritative, and at the same time must always be aware that it is the volunteer executive of the Board of Management who carry the ultimate policy and program responsibilities. The Board of Management executive must accept this responsibility but must also ensure that the professionals working on their behalf have sufficient power and authority to make decisions when required.

Experience has also shown that when major mistakes are made in the decision to employ professionals, in the selection of individuals to fill the posts, in evaluation of the incumbent's activities in office, or in the procedures to monitor their progress, very difficult situations arise which can ultimately retard the development of the BIA and cause a communications impass between the Board of Management and their City Council.

This document has been prepared as an aid to the Board of Management of a local Business Improvement Area.

The comments and opinions of the author do not necessarily constitute nor represent the policies of the Ministry of Housing or the Province of Ontario.

GENERAL CRITERIA

The following criteria should be applied when a Board of Management is considering the addition of a professional staff member:

- (1) The existing Board of Management executive must express unanimity concerning the need for and terms of reference of a professional staff member.
Internal disagreements must be resolved before the hiring process continues.
- (11) The Board of Management must have the confidence of and represent the sentiments of the majority of the businesses in the BIA.
- (111) The motivation behind the desire for a professional staff member must be based on demonstrated need considering existing programs or in conjunction with realistic proposals for the future.
The question of motivation may be vague in some instances but essentially the negative aspect is to "get something for nothing".
- (IV) Has the Board of Management demonstrated its ability to define terms of reference for the prospective employee? Do they know exactly what they want him/her to do and can they articulate this?
- (V) Along with job description and terms of reference, the Board of Management must provide clear evaluation principles and procedures which will ensure at least annual review of the professional staff member's activity. There must also be provided the opportunity, at least annually, for the professional to take his/her concerns and recommendations with respect to the position of the working environment.

MECHANICS

Timetable: Once the decision has been made to hire a professional staff member a timetable for the mechanics of the hiring process should be established and followed.

Deviation from the timetable should be allowed by the selection committee only after careful consideration of the consequences. This principle is important because:

- the hiring procedure must be and be seen to be fair and just;
- this is normally an expensive process (in terms of resource utilization) and the principal variable is time spent by the people party to the process;
- the need for a professional staff member must obviously be present and important and should therefore be left unattended for as short a span of time as possible.

The following timetable is suggested (subject to some revision by the selection committee):

(1)	advertising phase	2 - 5 weeks
(11)	buffer period for legitimate late applications	1 week
(111)	compilation of short list	1 - 2 weeks
(1V)	interviews and offer	2 weeks
(V)	from acceptance to commencement	0 - 4 weeks
<hr/>		
ESTIMATED TOTAL		6 - 14 weeks

ADVERTISING

The advertisement should be attractive as well as being appropriate. The potential candidate should be able to clearly identify himself/herself in terms of background, qualifications and expectations. Further, the nature, size and location of the Business Improvement Area should be clearly identified as well as some idea of its future prospects.

Advertising should act as an initial screening mechanism to which potentially good candidates will be attracted.

- a) All advertising to include the following information:
 1. role
 2. duties
 3. experience and qualifications required
 4. financial arrangements
 5. starting date
 6. location of position
 7. references required
 8. application address
- b) Advertise nationally in at least 5 major newspapers "careers" or "business" sections. Use a standard advertising form for all such solicitations.
- c) Advertise in pertinent business journals, (i.e. Institute of Association Executives; Ontario Chamber of Commerce) preferably over two consecutive months.
- d) Circulate bulletins to universities and community colleges which offer appropriate related courses and degrees.
- e) All replies to be addressed to the Board of Management, c/o the one individual delegated to receive them. All selection committee members should be notified directly of applications received.
- f) Board of Management should reply by form letter to applicants confirming receipt of application (indicate date received), indicate a specific date for compilation of the "short list", and give a date by which short list candidates will be notified of their selection.

SHORT LIST

- a) After analysis of all applications received the selection committee should propose a "short list" of a reasonable size (with a minimum of 3 names) based on response related to established criteria.
- b) After official Board of Management approval of the short list proposed by the selection committee, successful applicants should be contacted by the Board of Management, both verbally and by registered mail, and be invited to an interview which will provide additional data for the final selection.

INTERVIEWS

1. Interview team should be well prepared with all relevant information on the position and candidate.
2. Interviews should be relaxed but business-like with pre-arranged format and questions (see appendix IV for sample interview questions and tabulation sheet) and a time allowance made for examination of individual strengths and creativities.
3. The selection committee must be prepared to handle candidate's suggestions or counter-offers and to communicate with the Board of Management executive for decisions if necessary.
4. Immediately following each interview the selection committee should evaluate the candidate's demonstrated assets and liabilities relative to the position to be filled. Stick to the candidate and the position.
5. When all interviews are completed and individual assessments made, the decision-making process should begin.

If mutual interest exists after the interview, the candidate's references should be checked with his/her permission. This should be done by telephone, or preferably, in person.

DECISION-MAKING

The committee chairman should indicate his candidate preference to the Board of Management based on all aspects of the hiring process to this point (IMPORTANT ref. function of selection

committee previous page). If the decision is made to hire, the selected candidate should be advised verbally by the Board of Management and then confirmed by registered letter. The offer must be made definitively and clearly on all points. A specific time period should be given within which a reply to the offer should be received.

If the initial offer is rejected for some reason, the selection committee should attempt to resolve the issue and either revise the offer, pass on to the next acceptable candidate, or terminate the hiring process depending on circumstances.

Acceptance of the terms of the offer ends the selection process and all other "short list" candidates should be so informed directly in person and by confirming letter.

CONTRACT

A contract is a binding agreement between two or more persons or parties. It may be written or unwritten (implied) but in either case, the contract serves to spell out what each of the persons or parties expects of the others in the agreement.

Therefore, while a form of contract is deemed to exist as a result of the hiring process having been gone through, the Board of Management is strongly advised to prepare the agreement in a written form for reasons of clarity and certitude.

The contract should serve and direct both parties to it in so far as the rights, duties or responsibilities, and authorities of each are concerned for the specified term of the agreement.

It should spell out rates of pay, subsidies, supplements and generally all matters of a financial nature between the employer and the employee.

It should specify the reporting relationships which exist and indicate the channels of communication between employer and employee in matters dealing with the job, conditions, or the contract itself.

No standard contract is offered in this document because it is felt that the differences which exist between BIAs are such as to produce many exceptions to standard rules. It is felt that by reviewing relevant material prior to drafting the contract, adding elements which are unique to the circumstances

of the Board of Management or to the job, and periodically (usually on an annual basis) reviewing the contract and making required changes, the contract can become a more meaningful document in the employee-employer working relationship. A "Draft Agreement Sample (terms of employment)" has been prepared and is located in Appendix II.

ORIENTATION

There are several individuals, and related organizational structures with which the new employee must become familiar in order to adequately carry out his/her function.

The Board of Management is responsible for co-ordinating this orientation program which should begin immediately upon the new employee taking office.

An orientation program should include:

- a) announcement of the appointment in local and regional media.
- b) announcement and biography in the house organ.
- c) letter of confirmation to municipal council.
- d) a formal introduction to municipal administration and key business people in the BIA.
- e) assistance in examining and/or setting up administrative routines (office procedure, communications, administrative policies, etc.).

THE ASSESSMENT PROCESS - PERFORMANCE EVALUATION

1. Rationale:

As part of a good managerial practice all projects and personnel should be periodically assessed as to their effectiveness within the operating environment of the Board of Management.

This assessment should be scheduled well in advance and be structured in such a way as to consider objective facts from the points of view of both the Board of Management and the employee.

The evaluation should be principally concerned with "how things worked out" in order that judgements can be made and working criteria modified to meet conditions realistically.

2. Method:

"Initial evaluation - the Probationary Review" (see Appendix I). The initial evaluation is invoked to serve as a check on how effective an introduction the employee has had into the Board of Management. Contracts should generally indicate that within this initial period, and it has been recommended here as 3 months, either party to the contract may terminate the agreement without payment or penalty.

It should be noted that subsequent to this initial period the Board of Management would normally be expected to provide a severance allowance to an employee whom it wished to terminate.

Contracts should also provide that if the probationary review discloses conditions which the parties agree should be reflected in the terms of the contract, then the document can be so amended to apply for the duration of the contract life.

3. Performance Evaluation:

The performance evaluation could initially be a written paragraph or two recording your opinion of an employee's work performance and your ideas of steps that you and the employee could take to improve that performance. As the number of employees increases you may wish to make the appraisal more specific, as it will become impossible to compare a large number of people adequately without using some definite and objective measurements. There are thousands of different performance appraisal forms in use and they really have to be custom-designed by you for your Business Improvement Area. A performance report, when completed, should tell you, and the employee

- WHETHER HIS JOB PERFORMANCE IS SATISFACTORY
- WHAT PARTS OF THE JOB ARE DONE BEST
- WHAT PARTS NEED IMPROVEMENT
- WHAT STEPS CAN BE TAKEN TO IMPROVE

By covering these points, the report also indicates whether an employee is generally suited to the type of work, or might do better at something else.

RESULTS: conclusions and follow-up

The evaluation process should be conducted in such a way as to result in clear conclusions and recommendations concerning

both the positive and negative aspects of the individual and the job.

The facts and conclusions of the evaluation, once communicated to the executive committee of the Board of Management, should be held in strictest confidence.

When the executive of the Board of Management have had the opportunity to review the facts and conclusions presented and have discussed pertinent matters themselves and/or the individual subject of the assessment, recommendations should be made whether to continue, terminate, or significantly alter the support being provided. It is similarly anticipated that the Board of Management will propose rewards and corrective or disciplinary actions as required based on the assessment and conclusions.

In the event that a decision is made to release the employee a replacement should not be sought until the reasons for the breakdown are resolved.

THE EXECUTIVE DIRECTOR/PROMOTION & BUSINESS MANAGER

DEFINITION OF POSITION

In general terms the Executive Director/Promotion & Business Manager, or whatever, is the chief administrative officer of the Board of Management reporting directly to the Executive Committee through the President/Chairman and responsible to the Board of Directors.

The Executive Director/Promotion & Business Manager is the one who sees to it that the organizational machinery really works. He not only takes care of general administration, but contributes leadership, skill, and his knowledge of budgeting, organizational structures, planning, advertising and promotion. With his/her professional knowledge, personal qualities, and full-time attention, he/she helps to provide perspective, continuity and direction in the organization's program.

Each Board of Management has a variety of general goals as well as certain unique goals. Accordingly, an Executive Director's/Promotion & Business Manager's function must be defined and performance measured in relation to this mix of goals and not necessarily in relation to a specific, standard job definition. Further, job definition and

performance measurement should not fail to recognize specific assets and liabilities which the Executive Director/Promotion & Business Manager brings to the job and which are present or lacking in the people with whom he/she will be working.

The professional staff member should give leadership to the Board of Management in formulation of objectives and decisions of general policy through ultimate control should remain with the Board of Directors.

The Professional staff member provides continuity between successive executive boards which result from the democratic process of appointments in accordance with the municipal by-laws.

He/she is a communications link between the Board of Directors and the business community and between the Board of Management and City Council and the outside world. As such the Professional staff member must be authorized to speak for the body within the context of all those policies established by its Board of Directors.

The professional staff member is a catalyst to whom the volunteers can look for planned programs and advice for progressive and successful undertakings. He/she should serve as consultant, guide, analyst, planner, negotiator, interpreter, and should promote and develop participation and leadership within the Board of Management and the Business Improvement Area volunteers.

THE EXECUTIVE DIRECTOR

THE PROMOTION AND BUSINESS MANAGER

Roles and Responsibilities

ROLE: Chief administrative officer - responsible for the efficient utilization of the human and financial resources at the disposal of the Board of Management.

RESPONSIBILITIES:

Establishment and control of effective administrative procedures in the following areas:

(1) budgeting:

- assist in the preparation of the Board of Management budget;
- be well versed in the criteria and operational guidelines of governments and agencies being approached as funding or program sources.
Provide this expert knowledge to the budget team as required;
- take initiative to ensure that budget proposals are well within the Business Improvement Area's ability to provide the infrastructure necessary to support proposals (considering availability and suitability of volunteer and employed manpower, subsidiary finances, facilities, and equipment),
- submit budgets to Board of Management budget committee and board of directors;
- act as the sole liaison point between the Board of Management and committee or funding agencies to clarify budget items, clarify policy matters which affect the budget, and for communicating or recommending changes to Board policy or budgets.
- be familiar with the general economic climate in the country, the world and particularly in the area affecting the Business Improvement Area.

(11) expenditure control and audit:

- assist the Board of Management Treasurer in designing, implementing and operating a system of checks and balances which ensure the legal, efficient, and effective use of funds at the Board of Management disposal;
- ensure that project chairmen are thoroughly familiar with audit requirements connected to funds under their control (re: vouchers, receipts, etc) and that records are accurately kept at point of expenditure while projects are under way;
- be aware of the handling of and current balances in grant accounts to avoid over expenditure or incorrect use of funds;
- be aware of the Board of Management current internal and external audit position.

(111) Reporting:

- ensure that internal and external audit requirements can be met accurately and on time;
- provide a format and suitable time frame within which project chairmen can report on financial aspects of their activities. This reporting must be available shortly after project completion or according to an agreed to interim reporting schedule and should not await the balance of other reports connected with the project;
- be prepared to discuss grant and contribution accounts with funding agencies in regard to balances, application of funds, and suitability of proposed expenditure items as related to the terms and conditions attached to the grant or contribution;
- assist the Treasurer in preparing and presenting the Board's financial statements as required;
- prepare and present reports as required by the Board on the economic feasibility of ventures into new areas of activity;
- assist the Treasurer in keeping the membership informed on a continuing basis as to the economic state of the Board.

Office Management(1) personnel management

- hire, train, supervise, evaluate, promote and discipline all full or part-time administrative staff employed by the Board in the office and elsewhere if there is a reporting relationship.

(11) administrative policies and procedures

- establish basic administration based on good business practices throughout the Board and at the City Administration level;
- act as the general manager of the Board in respect of human and financial resources;
- be thoroughly familiar with and utilize the personnel and services available at the City Hall and elsewhere, made available to assist in meeting the administrative workload;
- be current and familiar with the numbers and make-up of the Business Improvement Area.

(111) record keeping

- ensure that a complete and accurate records system exists at the office, tracing Board of Management, history, development and background to major decisions. Included in this should be a complete correspondence file;
- work with the Board Treasurer to ensure that accurate details are on hand or readily available to the office concerning grants, contributions, and account balances from the Board's books (posting the books at the office would be the most convenient system);

Communications(1) continuing dialogue

- establish and maintain an efficient and effective system for two-way communications within the Board of Management and the Business Improvement Area ie. bring the executive and the Chamber and the members of the business community into meaningful contact as required.

(11) communications guide

- rationalize and formalize the kinds of communications existing and necessary and specify concretely what the normal media should be to effect these:

e.g.	<u>Item</u>	<u>Media</u>	<u>People Involved</u>
1.	Office summary of accounts & book balances	Monthly written report	Executive Director Treasurer Chairman
2.	Professional Development workshops	Quarterly meetings	Executive Director Chamber Manager Committee Chairman & members

(111) mass communications

- establish, support, maintain and contribute to an organ or journal to ensure that the people of the BIA are kept abreast of current affairs and promotional material.

(1V) meetings

- arrange for the meetings of the Board, including the annual review and special committee meetings.
- responsibilities:
 - (a) direct the preparation
 - (b) ensure that minutes are taken and distributed and that a minute book is kept.
 - (c) ensure that follow-up action is implemented.
 - (d) develop, promote and use parliamentary rules and skills at the meeting.

Planning and decision making(1) Policy

- provide leadership, counsel, perspective, continuity and direction to Board's executive in the consideration of general Board policies. Should be considered an equal member on policy formulation teams.

(11) Planning

- work in conjunction with the Board planning consultant to ensure continuity, goal identification and achievability in Board plans.

PROMOTION

- assist a Promotion and Communication Committee to plan a twelve month program of promotional events and activities;
- prepare appropriate budget for promotion and advertising activities for presentation to the Board's budget committee;
- organize total media coverage for commercial advertising;
- develop institutional type advertising;
- responsible for printing and distribution of materials; organize tabloids when required for newspaper advertising;
- develop an information strategy to keep high profile of BIA in the media

CRITERIA FOR 3-MONTH
PROMOTIONAL REVIEW

Preface: The 3-month promotional review is not intended to replace a complete performance analysis.

In the first place, the employee has not been on the job long enough to have undertaken significant amounts of work by which he/she can be effectively evaluated; and secondly, the job description, at this time, is still largely an enumeration of roles and responsibilities which have not been experienced and therefore an evaluation of the suitability of either the individual or the job description is premature.

Criteria: Having said what this review is not, the criteria of the review must include certain subjective areas for consideration:

1. by the Board of Management:

- (i) has the individual demonstrated the judgement, knowledge and skills considered requisite for the position?
- (ii) has he/she communicated well (i.e. both written and oral) and demonstrated a facility to listen as well as to project (i.e. openness, tolerance to others' ideas)?
- (iii) is the individual compatible with his/her colleagues (i.e. character, trustworthiness, honesty, sympathy of approach)?
- (iv) has the individual demonstrated a self-starting attitude and approached tasks with sufficient energy to motivate others into action (i.e. evidence of control, punctuality, timeliness)?

2. by the Employee

- (i) has there been sufficient guidance, information and direction given by the Board to assist your function?

- (ii) is the job to this point what you had expected? Was it described accurately (i.e. time requirements, responsibilities, salary, benefits, etc.)?
- (iii) do you feel compatible with your colleagues?
- (iv) are physical working conditions to your satisfaction (i.e. office arrangements, services provided, etc.)?

These lists can be expanded to include other criteria but, if they are, both parties should be aware of the complete list of criteria at the outset.

THIS AGREEMENT dated
BETWEEN

, 19 is made

a company incorporated under
the laws of Canada, having its
head office in the City of _____
(hereinafter called the "BOARD")

AND

(hereinafter called the "EMPLOYEE")

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual covenants and agreements herein contained, and subject to the terms and conditions hereinafter set out, the BOARD and the EMPLOYEE agree as follows:

1. The BOARD hereby employs the EMPLOYEE and the
EMPLOYEE agrees to act as the
for the BOARD for a term of years from the
1st day of , 19__, to and including the
 day of , 19__.

2. The BOARD shall pay the EMPLOYEE at the rate of Thousand Dollars (\$) per year and such compensation shall be payable in equal monthly instalments not in advance on the last day of each and every month during the term of this agreement, and the BOARD shall deduct from each instalment such sums as are required to be deducted in accordance with the laws of Canada and the laws of the Province in which the EMPLOYEE resides.

3. The EMPLOYEE agrees to act as
for the BOARD and shall exercise and carry out such duties,
and have such powers as may be determined by the BOARD
from time to time, and without limiting the generality of the
foregoing, the EMPLOYEE shall adhere to the Terms of
Reference annexed as Schedule "A" and forming a part
hereof.

4. The EMPLOYEE agrees during the term of this agreement or any renewal thereof not to contribute or participate in any publication, film or television production whether as a writer or in any other capacity or in any seminar or teaching clinic or camp as provided for and permitted in Schedule "A", without first having obtained the BOARD's approval in writing.

5. The Employee shall be entitled to a vacation of () weeks in each year at a time or times to be agreed to by the BOARD and the EMPLOYEE.

6. The EMPLOYEE shall work as many hours as is necessary to fulfill his professional responsibilities, considering a minimum forty hours per week - with the exception of the above and all statutory holidays. The scheduling of days off, to compensate for weekend/evening services, shall be mutually agreed upon by the EMPLOYEE and the BOARD.

7. The EMPLOYEE shall earn sick leave for each month of service without leave. These days shall be accumulated at the rate of 1.25 days per month until the end of the contract. Any earned sick leave not used up to the termination of this agreement may not be exchanged for an equal amount or any portion of days pay.

8. The EMPLOYEE agrees that the BOARD may arrange to have him bonded if they so desire.

9. The BOARD may terminate the employment of the EMPLOYEE and this agreement upon sixty (60) days notice in writing, and on the expiration of sixty (60) days, the said employment and this agreement shall be wholly terminated, save and except, that the BOARD shall continue to pay the EMPLOYEE as provided for in paragraph 2 hereof in the event that the BOARD terminates the employment of the EMPLOYEE without reasonable cause.

10. The EMPLOYEE may terminate this agreement upon obtaining the written consent of the BOARD and then by giving to the EMPLOYER sixty (60) days notice in writing of his intention to terminate this agreement, and on the expiration of sixty (60) days, this agreement and the said employment shall be wholly terminated, and such sixty (60) days notice may expire on any day of the month and the salary shall be apportioned to the last day of the sixty (60) day notice period.

11. The EMPLOYEE shall be reimbursed for any expense actually and properly incurred by him provided such expenditures have been duly authorized by the Executive Committee and for all such expenses, he shall furnish statements and vouchers to the BOARD.

12. On or before the day of , 19_____, the BOARD may, upon notice in writing to the EMPLOYEE, renew this agreement for a further term from the day of , 19_____, to and including the day of , 19_____, hereinafter called the "renewal term", on the same terms as provided by this agreement, except as to compensation, as provided for in paragraph 2 to be paid by the BOARD to the EMPLOYEE during the said renewal term. The agreement shall only be renewed for a further term upon the BOARD and the EMPLOYEE mutually agreeing as to the compensation to be paid to the EMPLOYEE during the renewal term. In the event that the BOARD and the EMPLOYEE do not agree as to the compensation to be paid to the EMPLOYEE before the day of , 19_____, the BOARD and the EMPLOYEE shall be deemed not to be in agreement as to compensation and, accordingly, the parties agree that there shall be no renewal term and this agreement shall be fully completed on the day of , 19_____.

13. This agreement shall be construed in accordance with the laws of the Province of Ontario.

14. This agreement shall enure to the benefit of and be binding upon the heirs, executors, administrators, successors and assigns of each of the parties hereto respectively.

IN WITNESS WHEREOF the BOARD has hereunto affixed its corporate seal duly attested to by the hands of its proper signing officers in that behalf and the EMPLOYEE has hereunto set his hand and seal.

SIGNED, SEALED AND DELIVERED }
in the presence of }

c/s

SCHEDULE "A" TO AN AGREEMENT DATED , 19
MADE BETWEEN (therein and herein
referred to as the "BOARD") and
(therein and herein referred to as the "EMPLOYEE")

TERMS OF REFERENCE

FOR

The EMPLOYEE shall be responsible to the Board of Directors
through the

of the BOARD.

The EMPLOYEE shall be responsible for:
(specific job description to be inserted)

INTERVIEW PROCESSCommittee Preparation

Members - The selection committee may consist of three to five members. It is desirable to have as few members on the committee as possible. For example, with six to ten people on the committee, the candidate may be overwhelmed.

Agenda - Establish an agenda prior to the interview. Assign each member of the committee with a series of questions to be asked. Make sure that all committee members understand that there should not be any interruptions during the interview. Follow the agenda and ensure that the meeting room will not be disturbed.

Further Questions - At the conclusion of the planned agenda questions, ask committee members if they have any further questions.

Job Related Questions - Advise members to keep to job related questions.

Human Rights - Be careful when designing questions that you keep human rights in mind.

Difficult Personal Questions - The Chairman should be responsible for identifying areas where the candidate may be experiencing personal difficulty in answering a question. A follow-up after the interview meeting on a one-to-one basis should clear up any outstanding points. These could be clarified by the chairman to the committee prior to their final comments being recorded.

The Crucial Qualities To Appraise In The Interview

In addition to assessing each applicant in terms of technical competence/experience and education that may be required for the position -- it is essential to appraise the following qualities:

1. Attitudes:

What are his/her values?

How does he/she think?

What slants and biases does he/she have?

Is he/she negative or positive?

2. Motivation:

Is he/she a worker?
What makes him/her tick?
Is he/she internally motivated?

3. Stability:

Is he/she steady and consistent?
Will he/she stick with it?

4. Maturity:

How realistic is he/she?
Does he/she consider others?
Has he/she self-control, foresight and judgement?

5. Aptitude:

How intelligent is he/she?
What specific aptitudes does he/she have?

6. Temperament and Personality:

What is his/her behaviour like?
Is he/she outgoing, sociable or more quiet and introverted?
Is he/she competitive, ambitious or peaceful and cautious?
Is he/she restless; driving or relaxed and easy-going?
Is he/she compliant and agreeable or independent and determined?

Job Description Mailed In Advance - A copy of the job description should be mailed to the applicant together with the letter of confirmation of the place and date, time of the interview.

INTERVIEW CONSIDERATIONS

1. Provide a comfortable atmosphere.
2. Explain the proceedings to the applicant.
3. Mention the length of time that is allocated for the interview to the applicant.
4. Establish rapport.
5. Ask questions of applicant.
6. Permit applicant to ask questions.
7. Summarize.

Report Form - Use a common Interview Analysis and Evaluation form (appendix) during the interview.

QUESTION FORMAT

The interviews may take the format of inviting a large number of candidates to a first interview followed by a second interview with the "short list" candidates. Therefore, two sets of questions should be developed for the interview process. At the first interview meeting it may be desirable to ask general questions (appendix) for the purpose of time availability. Once the "short list" interview meeting is scheduled a more detailed (appendix) question form should be developed.

Additional Questions - During the interview you may have additional questions that should be asked. These should be held until the formal agenda is complete. However, the candidate may answer your question with a strong opinion. If so, ask the question WHY? It may un-lock many interesting points of interest and information.

Pre-Study Evaluation Consideration Form - Committee members should study an evaluation consideration form (appendix) prior to the interview. These considerations will assist you in completing the "Interview Analysis and Evaluation" form.

Smart Remarks Out - The candidate's professional future is on the line. The interview is no place for smart remarks by members serving on the interview committee.

INTERVIEW ANALYSIS EVALUATION

Name of Applicant

Position Interviewed For

Please rate the applicant's qualifications for the position for which he or she has applied. Rating information is significant only as applied to the specific requirements of that position.

APPRaisal FACTORS	RATING				
	Exc.	Good	Fair	Poor	Comments
<u>Appearance</u>					
<u>Voice, speech, oral language</u>					
<u>Manner, poise, confidence, social skills</u>					
<u>Job Experience</u>					
<u>Job Interests</u>					
<u>Education & Training</u>					
<u>Aptitudes and general ability (for the job)</u>					
<u>Initiative, ambition, energy</u>					
<u>Personal and family financial management</u>					
<u>General Health and stamina</u>					
<u>Personal habits, use of alcohol</u>					
<u>Attitude to work (reaction to challenge, problems, self- development)</u>					
<u>Attitude to work associates</u>					
<u>Maturity (self- discipline, self- control)</u>					
<u>Comment on evident strengths and weaknesses in relation to the job to be filled:</u>	<hr/> <hr/> <hr/> <hr/>				
<u>What salary figures, commitments, suggestions, etc. were left with the applicant?</u>	<hr/> <hr/> <hr/> <hr/>				

Action to be taken
(if further interview necessary,
indicate areas that should
receive special attention)

Other comments:

Interviewer: _____ Date _____

QUESTIONS FOR THE INITIAL MASS INTERVIEW

By asking a few basic questions you can gain a clear picture of whether or not a candidate is suitable for the position. The following suggests eight basic questions you can ask a potential job candidate:

1. Which of the jobs listed on your resume did you like best? The answers can suggest specific areas where the candidate can be of the most value to you.
2. How did you get your position? The replies will give you an indication of resourcefulness. If the applicant planned to get this type of job and embarked on a definite campaign to obtain it, then this person can be valuable by putting his imagination to work for you.
3. Why are you interested in our Business Improvement Area? If money is the sole motivation, then caution should be exercised. If an applicant has researched your community and indicates why he/she feels working for you would be stimulating and beneficial for both of you, this is a positive sign.
4. What are your short range plans? Failure to be able to verbalize on this indicates that the candidate has not assessed his/her own potential or relationship with his/her chosen work. A definite plan will give the interviewer a chance to see if the candidate's goals coincide with the position offered.
5. What job would you choose if you had the freedom to do so? This is another good indicator of the suitability of the candidate for your Business Improvement Area.
6. What are your major assets-your weaknesses? You can expect the candidate to be able to recognize his/her obvious faults. The person who is aware of his faults is making an honest effort to correct them and has shown insight and thought in evaluating his/her own progress. The applicant should stress assets as an indication of self-confidence.

7. What are your hobbies? The answer to this question gives you a view of an individual's outlook on life and his/her aptitudes.
8. What are your long range goals? Taken into account with short range goals the answer can give you great insight into the potential to be tapped and the degree of investment you may wish to make in this individual if he/she is hired. The response will also assist you in assessing his/her ability to plan in order to achieve a specific long range objective.

*No one question or situation can give you all the answers just as no single aptitude test can tell you all about any applicant. However, a basic series of questions as outlined above, along with the results of aptitude and interest tests and the information on the resumé, can help give you a clear picture of a potential employee in a relative short amount of time.

QUESTIONS FOR "SHORT LIST" CANDIDATES INTERVIEW1. WORK: OPTION A

1. Will you please give me a brief summary of your work experience?
2. What were your duties and responsibilities on each job?
3. Which job did you like best? Which least? Why?
4. What things did you find least satisfying on the job?
5. When you are considering different job opportunities what things do you look for?
6. What do you want to avoid in your next job?
7. What was the reason you decided to leave that job?
(and each job)
8. What promotions or wage increases have you received?
Why did they promote you?
9. What compliments have you received for your good work? "
10. What criticisms have you received on the job? How did you feel about that criticism?
11. What kind of supervision brings out the best in you?
12. How would you rate your previous bosses? Have you been unfortunate in working for weak bosses? Describe the best boss you have ever worked for?
13. Do you prefer to work under pressure or in a more relaxed environment?
14. What kind of pressure bothers you the most?
15. Describe what you consider to be the ideal job for you.
16. What do you feel are your greatest strengths? Why?
17. What do you feel may be holding you back from more advancement?
18. How long have you been looking for work? How have you gone about it?
19. What other jobs are you applying for?
20. Do you prefer to work in a team-oriented environment or independently?
21. How much direction did you get from your superiors?
22. Did your company operate on a management committee basis?
23. What part did you play in committee?
24. What influence did you have in decision-making processes?
25. Have you taken part in formulating policies? If so, what?

1. WORK: OPTION A

26. What do you look for when hiring new staff?
27. What turnover rate did your department experience?
Was this acceptable to your company?
28. How do you feel about staff development?
29. Can you cite any incidences where you have been successful in staff development. (promotions)
30. What standards do you use in evaluating staff performance?
31. What management courses/seminars have you participated in?

1. WORK: OPTION B

1. Please give me a brief description of your overall function?
2. What is the overall end result expected from your job?
3. Sketch briefly for me your departmental organization, showing the functions and persons reporting to you and the person and function to whom you report.
4. Describe briefly the types of policies you initiate, interpret, or work within?
5. Give me some examples of the planning you do to carry out your job. Do these plans include other functional areas?
6. Tell me the makes or breaks (principal accountabilities) of your job. What are the end results which your boss expects you to accomplish? Which of these do you do yourself and which are delegated to subordinates?
7. What accountability do you have for establishing, approving, or recommending budgets, work performance standards?
8. Describe the type of guidance, direction or supervision you receive?
9. What do you feel is needed in the way of formal education and/or experience to do your job in an acceptable manner?
10. What human relations/skills does your job require?
Describe for me typical people relationships in your job with subordinates, with other departments, with people outside the company?

2. EDUCATION:

1. Would you tell me about your educational background?
2. What subjects did you find most interesting? Which least? Why?
3. How did you generally do in school? Did you find academic work easy to you or was it hard work?
4. Did you ever fail a course/year in school? Why? How did you feel about that?
5. Did you ever come first in your class or win a scholarship?
6. Have you ever taken night school or correspondence courses? What were they about? How long did they last? Did you complete them? What prompted you to enrol?
7. In looking back what do you feel you got out of your education?
8. How did you manage to finance your education?
9. In what ways do you feel you might further your education from this point? How do you plan to go about this?
10. What kind of material do you read?

3. HOBBIES:

1. What do you do in your spare time?
What about your hobbies; what could you tell me about them?
2. Why do you enjoy that particular hobby?
3. How long have you had that particular hobby?
4. Would you say you are rather casual about your hobbies or are they important to you?
5. How did you get started?
6. Do you belong to any associations?
7. Has involvement changed in the past years? More involved in hobby now than before ?

4. SOCIAL:

1. Would you mind telling me about any social or group activities in which you have participated?
2. Have you ever held office in any group organization?
How did you get this position? Did you enjoy this experience?

4. SOCIAL

3. Have you ever been captain, coach or manager of a team?
Why did they pick you?
4. Have you ever been involved in working with underprivileged people?
5. Do you prefer to work independently or with a group of people?

5. ECONOMIC:

1. Would you have any objections to telling me how you have managed your money?
2. Do you consider yourself a spender or saver?
3. Have you been able to save money over the years? How have you gone about this?
4. What is your philosophy of handling money?
5. Do you have any ways of earning income outside the job?
6. What kind of income do you require to support your financial obligations? Expectations.
7. Present salary.

6. HEALTH:

1. Could you give me a brief history of your health?
2. What is the most serious sickness you have ever had?
3. Have you ever had a heart attack, stomach ulcer, nervous breakdown...?
4. When did you last have a medical exam? What was your condition at that time?
5. How many days per month do you miss from work?
6. How many hours sleep do you usually get? Do you feel that is enough?
7. How would you compare yourself with others in terms of energy? Why do you feel that way?
8. Would you say you tend to tire easily?
9. Would you describe yourself as a worrier, or are you rather carefree?
10. Do you have any regular program of exercise?

7. FUTURE GOALS:

1. When you took your present job, what were your goals?
2. Describe the ideal job for you.
3. What are you aiming for eventually?
4. How do you intend to go about achieving this goal?
5. What level of income do you think you should be making in 2 years/5 years time?
6. How do you see this job fitting into your plans? How will it give you what you want?

<u>EVALUATION</u>	<u>WHAT TO CONSIDER</u>
General Mental Ability	<ul style="list-style-type: none"> • test scores • school performance • reading habits
Mental Flexibility	<ul style="list-style-type: none"> • broad curriculum in school • broad work assignments • efforts to develop self
Incisiveness (ability to cut through to the heart of a problem with minimum distraction)	<ul style="list-style-type: none"> • crispness of answers in interview • reasons for actions • amount of time required to make a point
Communications Skills	<ul style="list-style-type: none"> • vocabulary/grammar • reading habits • performance in English • public speaking
Practical Judgment	<ul style="list-style-type: none"> • reasons behind choice of school • reasons behind choice of course • reasons for taking/leaving jobs • job accomplishments
Ability to organize/plan/follow-up (not only for one's self but also the work of others)	<ul style="list-style-type: none"> • responsibility in school/on job • utilization of time • attention to details • meeting deadlines
Willingness to work hard self-discipline	<ul style="list-style-type: none"> • part-time jobs during school • activity engaged in • hours of work • performance when on own
Initiative on job	<ul style="list-style-type: none"> • self-starter • competitiveness • level of goals • drive to achieve • desire for independence
Desire to improve self and get ahead	<ul style="list-style-type: none"> • reaction to criticism • attitude toward schooling • nature of outside activities
Interest in people	<ul style="list-style-type: none"> • activities with other people • motivation for joining people activities • history of solitary vs. group interests
Realism of goals	<ul style="list-style-type: none"> • accomplishments in past/future • rewards to date • plan of self development and job progression to attain goals

EVALUATION

	<u>WHAT TO CONSIDER</u>
Self-confidence	<ul style="list-style-type: none"> • how seen by self • how seen by others • willingness to take risks • individual contributor vs. leader • own up to shortcomings
Personal adjustment	<ul style="list-style-type: none"> • adaptability to new situations • reaction to pressure • sense of humour • criticalness vs. acceptance of people
Character	<ul style="list-style-type: none"> • consistency of responses in interview • willingness to discuss shortcomings • concern for others
Team Worker	<ul style="list-style-type: none"> • give/take relationships with others • willingness to accept authority • concern for others/self
Social effectiveness and persuasive skills	<ul style="list-style-type: none"> • extent of public contact activities • ability to deal with people at different levels • behaviour during interview • appearance
Leadership/Supervisory Skills	<ul style="list-style-type: none"> • experience in leading others • willingness to delegate • forcefulness • sphere of influence

ACKNOWLEDGEMENTS

Special thanks to the following for sharing their information:

- The Co-operators
- National Sport & Recreation Centre Inc.
- Federal Business Development Bank
- Guelph Downtown Board of Management

This booklet was developed through the efforts of the Business Improvement Area Liaison Committee for presentation at the Ontario Renews Conference, June 9 - 13, 1980.

Peter Mercer is the Business and Promotion Manager of the Guelph Downtown Board of Management. Mr. Mercer has had a long and broad range of experience in association management and professional development.



